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ABSTRACT

This volume contains 21 new and classic papers and readings on quality philosophies and concepts, first, as they have been applied in business and industry but primarily as they relate to and can be applied in higher education. The introduction is titled "The Quality Approach in Higher Education: Context and Concepts for Change" by Brent D. Ruben. Part 1 contains four papers on change in business and industry: "The New Productivity Challenge" (Peter F. Drucker); "The Service Imperative" (Karl Albrecht and Ron Zemke); "World War II and the Quality Movement" (J. M. Juran); and "History of the Malcolm Baldrige National Quality Award" (Neil J. DeCarlo and W. Kent Sterett). Part 2 contains four papers that look at the context for change in higher education: "The Lattice and the Ratchet" (Pew Higher Education Research Program); "Productivity or Quality? In Search of Higher Education's Yellow Brick Road" (Sean C. Rush); "Building Responsive Universities: Some Challenges to Academic Leadership" (C. Warren Neel and William T. Snyder); and "The Big Question in Higher Education Today" (L. Edwin Coate). Part 3 contains papers on applying quality principles, especially total quality management (TQM), in higher education: "TQM: A Time for Ideas" (Ted Marchese); "TQM: Focus on Performance, Not Resources" (Daniel Seymour); "Defining and Assessing 'Quality' in Higher Education: Beyond TQM" (Brent D. Ruben); "Quality Improvement in Higher Education: TQM in Administrative Functions" (Eugene H. Melan); "What Students Remember: Teaching, Learning, and Human Communication" (Brent D. Ruben); "Universities, Competitiveness, and TQM: A Plan for the Year 2000" (Richard M Cyert); "Is There Hope for TQM in the Academy" (Trudy W. Banta); "An American Approach to Quality" (Marilyn R. Zuckerman and Lewis J. Hatala); "Total Quality and the Academy: Problems and Opportunities" (Judy D. Olian); and "Translating Quality for the Academy" (Robert L. Carothers). A final section contains suggested research, readings and resources: "Ten Areas for Future Research in Total Quality Management" (A. Blanton Godfrey); and "Selected Readings and Resources in Quality" (Jennifer Lehr). (Individual papers contain references and the final paper suggests

over 275 readings.) (JB)

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